

# **Institute/Center -Academy Model at UNTHSC**

10/15/14

## **New Structure Proposed:**

UNTHSC is considering moving from a department-based structure into an Institute/Center-based structure. There are approximately 10 Institutes/Centers in existence at UNTHSC and over 20 departments among all five schools. All academic programs will be housed in an Academy of each school/college. The proposal will eliminate all departments and have each school form an Academy in which faculty would have appointments in the Academy. Some core program faculty will have a minimum of 70% appointment in the academy with their other FTE in the Institute/Center, while other core program faculty could have only appointments in the Academy if they are only involved in the academic programs (teaching). The core faculty will report to the leadership of the Academy as designated by the Dean. Other faculty would have primary appointments in the Institute/Center and may have part of their FTE associated with the Academy. A faculty member can be a member of more than one Academy. Some current chairs may be appointed as the Academic Program Director or Director or Co-Director of Institutes. Faculty appointed in the Institute/Center will engage in research, clinical care and training (student rotations and student research training). For this activity faculty will report to the Director of the Institute/Center. Depending on the percent effort of the faculty in the Institute/Center versus the Academy will determine who has the primary responsibility for the evaluation of the faculty member.

## **REASONS:**

- Why are we doing this?
  - To align our research, education and clinical endeavors in the best way to provide an integrated environment to capitalize on shifts in government funding and the business environment of academic health centers
  - To support IPE and to facilitate academic affiliations to work together and to promote translational research
  - To support how we promote our areas of strength, support stronger branding and awareness of what we are known for in the marketplace
  - To leverage our resources to support the organization which will make us more competitive
  - To diversify training opportunities and better prepare our students for the professional workforce
  - To provide faculty a sense of belonging to a group, collective wisdom along their interests
  - Current model not sustainable because of changing higher education environment related to funding, competitiveness, efficiency and accountability

## **Items to Consider:**

- Value equation:  $\text{Value} = \text{Quality} / \text{Cost}$

- Alignment with strategic plan
- Faculty Bylaws & Policies
- Faculty Compensation Plan
- Promotion & Tenure Guidelines/Criteria, committee structure
- Budget re-alignment
- Staffing model for faculty, staff & administrators from current model to proposed structure
- Space Realignment
- Need Institute/Center Director “Boot Camp”; reposition for new role and responsibility
- Fear of loss of power or position

### **Questions**

- If we were to move from a department-based structure to an Institute/Center-based structure with schools/colleges hosting the academic programs and Institutes/Centers housing main faculty appointments, what barriers or issues do you for see in moving forward with this structure change?
- If we were to move from a department-based structure to an Institute/Center-based structure with schools/colleges hosting the academic programs and Institutes/Centers housing main faculty appointments, what opportunities do you for see in moving forward with this structure change?
- How would this transition impact your current resources (e.g. people, space budget)? What current functions would you retain? What roles would there be?
- What systems and structure would have to be changed to support the new Institute/Center-based structure?
- What challenges would have to be addressed to prepare for this change by September 2015?